

**SECRET**

Approved For Release 2005/06/22 : CIA-RDP82-00765R000200140001-5

**STAFF AND DIVISION CONTRIBUTIONS**

**OFFICE OF LOGISTICS HISTORY**

**FISCAL YEARS 1953 THRU 1956**

**4 Feb 1959**

Approved For Release 2005/06/22 : CIA-RDP82-00765R000200140001-5

**SECRET**

C-I-A I-N-T-E-R-N-A-L U-S-E O-N-L-Y

12 November 1958

TO : All OL Staff and Division Chiefs  
FROM : Acting Director of Logistics  
SUBJECT: Development of History of the Office of Logistics

1. The Agency Historical Staff is compiling a History of the CIA for the period 1953 through 1956. The Office of Logistics has been requested to contribute significant historical data for inclusion. A target date of 31 December 1958 has been established for completion of the contribution from the Office of Logistics.

2. The Chief, Planning Staff, OL has been given the responsibility for coordinating and correlating this effort. All Staff and Division Chiefs will render every possible assistance to enable the Office of Logistics to meet this requirement within the established time limit.

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All OL Staff and Division Chiefs

Acting Chief, Planning Staff, OL

Development of History of the Office of Logistics

REF : Memo, above subject, from AD/OL, dated 12 November 1958

1. A meeting will be held at 1000 hours, 19 November 1958, in Room 1117 Quarters Bys to discuss the format and content of the historical presentation.

2. Each addressee is requested to appoint a representative who will be responsible for the compilation of the historical data pertinent to his Staff or Division.

3. Name and telephone extension of this representative will be furnished  prior to 19 November.

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**Distribution:**

- 1 - Each Addressee
- 1 - Official (OL/PS)

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OL/PS/A-PH:  alk (14 Nov 58)

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FORMAT AND CONTENT OF HISTORICAL PRESENTATION

CLASSIFICATION - SECRET

PERIOD TO BE COVERED - 1 JULY 1952 THROUGH 30 JUNE 1956

FY 54

4 years

FY 56

CONTENT - Highlights of activities during reporting period - functional.

Examples:

- all* (1) Development/improvements in lateral relationship with other Agency components. *DD/I, DD/P ~ DD/S elements*
- all* (2) Development and implementation of Logistics policies, systems, procedures, standards and directives implementing these
- all* (3) Significant policy changes
- Admin. (Personnel)* (4) Development and growth of Office of Logistics organization including significant additions and changes
- Admin. (Personnel)* (5) Development and implementation of Logistics career program, problems encountered, competitive promotion, solution, training, rotation and distribution of Logistics personnel
- all* *Sy (TR E+C)* (6) Development of support facilities - changes or addition to - aid in development of overseas support activities
- all* *Sy (Planning)* (7) Highlights of support to special operations
- all* (8) Increase, decrease in volume of services and support rendered
- Security* (9) Security steps taken in support of covert procurement and Logistics activities
- Admin. (Budget)* (10) Expenditures of funds by general category in support of others; object classification in support of self.

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(Procurement) (11) Significant changes in types of procurement, item value,  
number of items (G SA, MILITARY, SPECIAL, OTHER.

Building <sup>Plan</sup> (12) Headquarters building

all (13) Tonnage handled, requisitions handled, etc. *contract, Purch and letter order*

PRESENTATION - By narrative, graphs, pictorial, statistics

SOURCES - Previous reports, staff studies, memorandum for record,  
show source and classification of documents in parens within  
narrative or foot note.

Archives probably mandatory - work through

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Duplicate requests will result in obtaining source material  
in order of requests made.

If personal recollections contained, so indicate and  
name source (won't necessarily be used against you, but must  
be factorial)

FORMAT - *When - Why - What.*  
Charts, graphs and pictorial must be in a form that final  
presentation can be made (*one copy*)  
Narrative double spaced. (*orig and one*)

CLERICAL  
ASSISTANCE - Each contributing element may be called upon for clerical,  
editorial and proof-reading assistance.

*Cont to prepare.*  
*man hours.*  
*clerical*  
*Typing*

*Contact*



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**S-E-C-R-E-T**

**INFORMATION:**

Materiel due in Planning Staff on 15 December 1958.

This means you have only 17 days to complete.

Target date is 31 December 1958 (Holiday month).

Develop materiel in chronological order to tie-in with past history.

Narrative materiel double spaced (In duplicate).

Statistical, Pictorial and/or Graphic materiel (one copy)

Covering Period - 1 <sup>5</sup>July to 30 June 1956 - FY 53 to FY 56

**REFERENCES:**

- a. Monthly Reports (Staffs and Divisions)
- b. OL Notices or Agency directives
- c. Archives or Vital Materials Depository Materiel
- d. Regulations
- e. Budget Narrative and Statistics 1953-56
- f. Memo For Record
- g. Staff Studies

**FORMAT:**

Organization (Reference directive and/or Management Survey)

Policy (New or Major Change) (Reference directive)

Mission (Reference organizational directive)

Major Accomplishments (Reference statistics) once only for all years

Objectives (Under fiscal year policy and mission. Reference Budget for Fiscal Year)

**PROCEDURE:**

If no major Organization, Policy or Mission Change, give negative

response but complete Accomplishments and give statistical results of function

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MEETING OF STAFF AND DIVISION REPRESENTATIVES

RE HISTORY OF LOGISTICS - 1953-1956

10 AM - 19 Nov. 1958

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Planning Staff, OL

DATE: 12 December 1958

FROM : Chief, Security Staff, OL

SUBJECT: Historical Developments

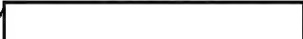
Enclosed is a chronological compilation of historical highlights of the Security Staff, Office of Logistics.



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## Distribution:

- Orig. & 1 - Addressee
- 1 - OL/SS Official file
- 1 - Chrono

OL/SS/  (12 Dec. 1958)

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12 December 1958

CHRONOLOGICAL HISTORY OF MAJOR DEVELOPMENTS OF THE  
SECURITY STAFF, OFFICE OF LOGISTICS

1. ORGANIZATION

- a. At the time the present organization of the Logistics Office was approved (March 1953) the security element was established as a part of the Administrative Staff. The Security Officer, in actual practice, reported direct to the Chief of Logistics on all matters of a security nature requiring his attention. Security functions were successfully accomplished through direct communications between the Security Officer and the Chief of Logistics, and between the Security Officer and representatives of Logistics Office components. The proposal for establishing the Security Staff as a separate staff reporting directly to the Chief of Logistics was an organization change which proved successful in actual practice.
- b. Early in 1954 the security functions, including contract security, were divorced from the Administrative Staff of the Office of Logistics and established as a separate staff function reporting directly to the Chief of Logistics.

2. POLICY

- a. On 7 May 1954 CIA Regulation  "Classified Contract

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12 December 1958

CHRONOLOGICAL HISTORY OF MAJOR DEVELOPMENTS OF THE  
SECURITY STAFF, OFFICE OF LOGISTICS

Security" was rescinded and superceded by Regulation No.

bearing the same title. The new regulation more clearly defined the policy and responsibilities of administering the program and specifically assigned to the Director of Logistics the primary responsibility for Industrial Security and specified the procedures which the Industrial Security program is implemented by the Security Staff of the Office of Logistics.

3. MAJOR ACCOMPLISHMENTS

a. Foreign Arms Program

The Foreign Arms Program was supported by the Security Staff in giving advice, guidance in arranging procurement cut-outs and coordinating the program with respect to procurement, shipments, personnel clearances, storage and liaison with those departments and agencies of government which would be concerned with the procurement and import of armaments. The program presented considerable security problems and involved the expenditure of approximately twenty millions dollars. It is of historical interest to note that one of the prime factors in assigning the initial career

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12 December 1958

CHRONOLOGICAL HISTORY OF MAJOR DEVELOPMENTS OF THE  
SECURITY STAFF, OFFICE OF LOGISTICS

security officer to the Office of Logistics was to give  
close security support to this program.

b.



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ency  
y  
e,

c.

On or about 28 May 1952 a security survey was made  
by the Security Officer of the Office of Logistics in  
conjunction with personnel of the Office of Security and

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12 December 1958

CHRONOLOGICAL HISTORY OF MAJOR DEVELOPMENTS OF THE  
SECURITY STAFF, OFFICE OF LOGISTICS

Logistics of the [REDACTED]

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[REDACTED] and as a result of this survey a determination was made by the Office of Logistics to abandon the use of this warehouse and other storage areas in the immediate Washington, D. C. area in favor of a single location at

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[REDACTED] In addition to the operational supply problems, it was determined that these multiple warehouses could not be maintained as Agency sterile. Security support and guidance were given in establishing warehousing facilities [REDACTED] On 28 May 1952 the Office of Logistics Security Officer made a security inspection of [REDACTED] Receiving and storing operations were begun on 1 June 1953 at the new

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[REDACTED] facility.

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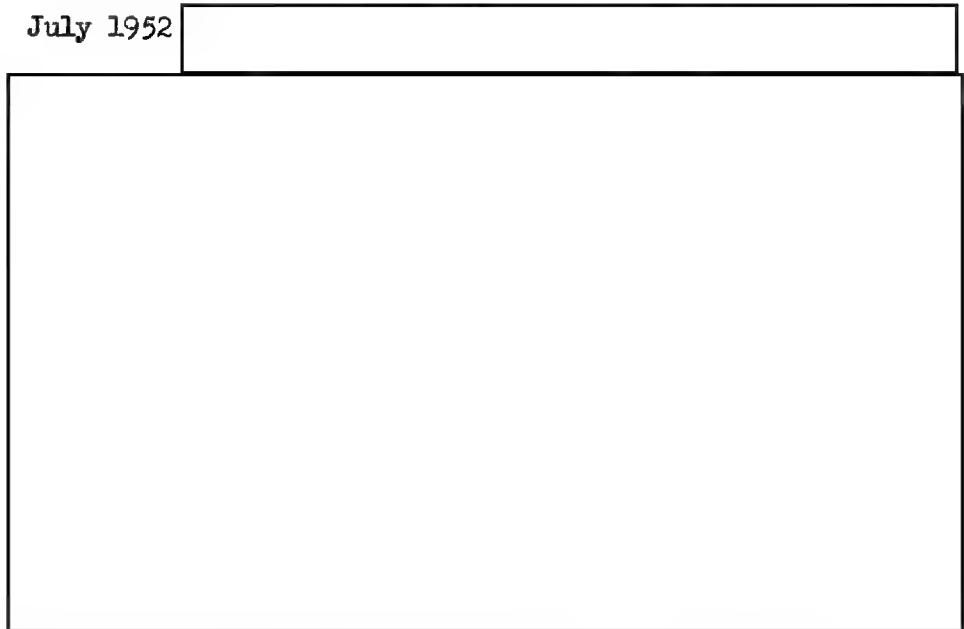
12 December 1958

CHRONOLOGICAL HISTORY OF MAJOR DEVELOPMENTS OF THE  
SECURITY STAFF, OFFICE OF LOGISTICS

a physical security inspection of subject facility  
on 6 June 1952. The depot was subsequently approved  
and was taken over by the Office of Logistics on 15  
July 1952

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(2)



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- (3) Continued security advice and guidance were furnished  
the above depots by the Security Staff, Office of  
Logistics.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Acting Chief, Planning Staff, OL

DATE: 16 December 1958

FROM : Chief, Building Planning Staff, OL

SUBJECT: Development of History of the Office of Logistics

In accordance with your memorandum of 14 November,  
there is attached in duplicate the history of the building planning  
operation for the period from July 1, 1952 through June 30, 1956.

Attachment

## Distribution:

0 &amp; 1 - Addressee

1 - BPS

OL/BPS/

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15 December 1958

SUBJECT: History, Office of Logistics, July 1, 1952  
through June 30, 1956

1. BACKGROUND:

As of the beginning of the above mentioned period, the Agency had Congressional Authorization in the amount of \$38,000,000 for the construction of a new building (Public Law 155, 82nd Congress). Even though this authorization existed, consideration was being given to the possibility of moving into some existing building such as the Navy Building, Munitions Building or GSA Building.

2. ORGANIZATION:

a. As of July, 1952 the planning work was being carried out by the General Services Office which included the Real Estate & Construction Division.

b. On 20 August 1952 the RE&C functions of the General Services Office was transferred to the Office of Procurement and Supply and carried with it the work of planning the new building. On May 24, 1953 the Procurement and Supply Office became the Logistics Office.

c. On August 16, 1955 a Special Project Staff was established in the RE&C Division charged primarily with the planning work for the new headquarters building.

d. Effective October 4, 1955 the present Building Planning Staff  
was established in the Office of Logistics

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3. COMMITTEES:

In order to assist with the planning of the building and determination  
of Agency requirements, committees were established at various times  
as follows:

a. On ~~November~~ <sup>December</sup> 22, 1954 a Steering Committee was established  
consisting of the following members:

*NAMES AND TITLES*

Deputy Director (Administration) (Chairman) ✓  
Chief, Real Estate & Construction Division (Secretary) ✓  
Deputy Director (Intelligence), Deputy Director (Plans), ✓  
Assistant Director for Communications, Director of Training,  
Assistant Director for Personnel, Inspector General, General  
Counsel, Director of Security, Comptroller, Chief of Logistics.

The purpose of this committee was to make recommendations on  
policy matters connected with the new building planning. The  
Steering Committee held its first meeting December 22, 1954.

b. On August 30, 1955 a SubCommittee was established for  
the purpose of reviewing requirements submitted by the various  
components of the Agency. The membership of the SubCommittee  
was as follows:

Mr. James A. Garrison, D/OL, Chairman

[Redacted box]

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[redacted] Chief, RE&C Division  
[redacted] C, Secretary

c. Agency Notice [redacted] dated November 26, 1955.

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which established the Building Planning Staff also provided for revision of the membership of the Steering Committee to its present form consisting of the following:

Deputy Director (Plans)  
Deputy Director (Intelligence)  
Deputy Director (Support), Chairman  
Representative of Office of Director (Inspector General)

The first meeting of the new Steering Committee was held March 9, 1956.

4. CONSTRUCTION AGENT:

Since the beginning of the new building project the Agency had worked with the Public Buildings Service of GSA in compiling estimates and considering methods for meeting our space requirements. Since the Agency did not have the large construction organization required to properly carry out the detailed planning and construction of a large office building it was determined that PBS would act as Construction Agent for our project. Accordingly, under date of February 6, 1956 an Agreement was executed between the two agencies, the principle provisions of which were that:

a. PBS would negotiate a contract with the firm of Harrison & Abramovitz for Architect-Engineer services.

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b. All sketches, plans, estimates and specifications would be approved by both CIA and PBS.

c. PBS would execute all construction contracts subject to prior approval by CIA.

d. PBS would supervise the work covered by such contracts.

5. CONTRACT CONSULTANTS:

a. On August 11, 1955 the Agency entered into a contract with Clarke & Rapuano for assistance and advice in connection with the selection of a site.

b. The firm of Harrison & Abramovitz was selected to serve as Architect-Engineer for the project and as of June 30, 1956 a contract for their services was ready for execution by PBS. (The Contract was actually signed on July 5, 1956. It provided for the design of the superstructure and the preparation of detailed plans and specifications. The fee was set in the amount of \$1,751,300.)

6. FUNDS:

a. As stated above, there existed prior to the beginning of this reporting period, an authorization in the amount of \$38,000,000. As it became apparent that this amount was not sufficient in view of increased costs, it was decided to approach the Congress with a request for a larger authorization.

b. In 1955 PBS gave us an estimate of \$50,840,000 to construct a building providing a net area of [ ] to house approximately [ ] The Bureau of the Budget approved the estimate but reduced it to an even \$50,000,000.

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c. On July 15, 1955 Public Law 161, 84th Congress was approved. This Act authorized the construction of a headquarters building for the Agency at a cost of \$46,000,000 and also authorized an additional \$8,500,000 for transfer to the Department of the Interior for use in connection with the extension of the George Washington Memorial Parkway to the site at Langley.

d. Following the approval of the authorization, Public Law 219, 84th Congress approved August 4, 1955 appropriated \$5,500,000 for the preparation of detailed plans and specifications for a headquarters building.

e. On June 1, 1956 the Subcommittee of the Committee on Appropriations, House of Representatives, conducted hearings on our request for the appropriation of the remaining money authorized by Public Law 161. (The appropriation requested is contained in Public Law 814, 84th Congress, approved July 27, 1956.)

f. Hearings related to these Acts are listed in paragraph 8, REFERENCES.

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7. MAJOR ACCOMPLISHMENTS:

a. During the early part of the period consideration was given to the possibility of moving into an existing building and at the same time studies were being conducted as to the suitability of various building sites. However, a memorandum dated June 24, 1953 from the Public Buildings Service advised us that after careful study they had concluded that the best solution to our problem would be the construction of a new building. Further, the Commissioner of Public Buildings suggested that the Langley site was the best available.

b. The Agency concluded that the Langley site would best serve our needs and arrangements were made to have transferred to us from the Bureau of Public Roads, the Agency owning the Langley tract, [ ] The Langley site was approved by the National Capital Planning Commission and the National Capital Regional Planning Council after Clarke & Rapuano had conducted a special study comparing the advantages and disadvantages of the Langley site and the Winkler Tract in particular, as well as other possible locations. NCPC approval was given on 5 December 1955 and with that approval site selection was final.

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c. Detailed space planning was started in late '54 with the submission of estimates of space requirements by each office level element in the Agency. The estimates were carefully reviewed by the SubCommittee on space requirements and by the end of 1955 reasonably firm planning requirements had been established. The original estimates totaled [ ] of net Agency space and the SubCommittee's initial review brought this down to a total of [ ] Upon completion of this review the SubCommittee functions were turned over to the BPS and that Staff began detailed studies and analysis of the requirements with a view to compilation of a Space Directive.

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8. REFERENCES:

Detailed information on savings to be realized by the construction of a new Agency headquarters building, amount of space required, sites considered and related matters may be found in the following documents:

- a. Hearings of the Senate Committee on Armed Services, 84th Congress, 1st Session on S1765 (H. R. 6829) beginning on Page 536. (Relates to Public Law 161)
- b. Hearings before the House Committee on Appropriations, 84th Congress, 1st Session on the Military Construction Appropriations Bill for 1956, beginning on Page 165. (Relates to Public Law 161.)

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Toward the latter part of Fiscal Year 1954 the coordination effort was de-emphasized in view of the increasing stature of the area logistics offices. Greater emphasis was placed on planning functions, current and long-range, for more effective support of operations.

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*Planning Staff*

In September of 1952 the Logistics Division, Administration and Logistics Staff, Office of Policy Coordination integrated with the Procurement and Supply Office. Approximately  personnel on duty were absorbed within the Planning Staff, which subsequently became known as the Coordination and Requirements Staff. Coordinators were assigned to each DD/P Staff and Area Division. Major functions were to coordinate logistical problems in operations and plan overall logistical support required world-wide; to review, consolidate and forecast Agency administrative and operational materiel requirements; and to analyze Agency support aspects worldwide, consistent with force projection concepts in all areas. Continuous liaison was maintained with the DD/P operating elements and with the military services.

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Logistics guidance, assistance and coordination were provided for a variety of area division projects,

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In the general Logistics Office re-organization of July, 1954, the Coordination and Requirements Staff again assumed the designation of Planning Staff, and its Table of Organization was reduced to ☐ of former strength by elimination of vacant slots and transfer of the requirements analysis function to the Supply Division. Qualification standards for logistics planners were corrected and modified to permit positive identification and proper utilization of all personnel engaged in logistics planning as a major duty. The Planning Staff recommended policies, later adopted, for providing more efficient and expeditious logistical support. Noteworthy among these were: direct Office of Logistics communication with the field on logistics matters, assignment of logistical planners on CINC Staffs for war planning duties, and assignment of logistics career designations to all Agency personnel performing primarily logistics functions.

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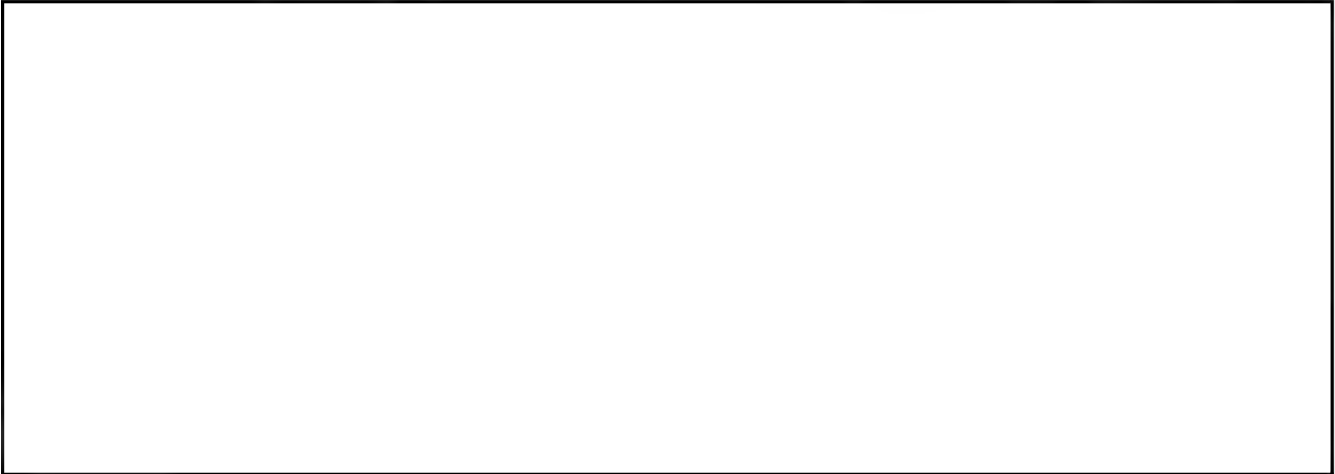
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Concurrently, the DDCI, in conference with DD/P elements, estimated worldwide guerrilla potential through 1 July 1955. These estimates, commonly referred to as the [redacted] were approved by the DCI on 3 June 1953 as the basis for logistic strategic stockpiling.

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In January, 1955 the Materiel Reserve Estimates Group conducted a DD/P area survey to revise the "Cabell Figures" and to produce the following:

- (1) Estimates of general war and/or emergency clandestine action indigenous personnel which CIA should be prepared to support.
- (2) Determination of specific types and quantities of materiel required to support indigenous personnel engaged in various categories of clandestine operations.

The resulting force estimates represented a slight reduction from the 1953 figures, and upon their approval by the DCI (30 May 1955, [redacted]

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[redacted] became reference points in maintaining cold war stockpile levels.

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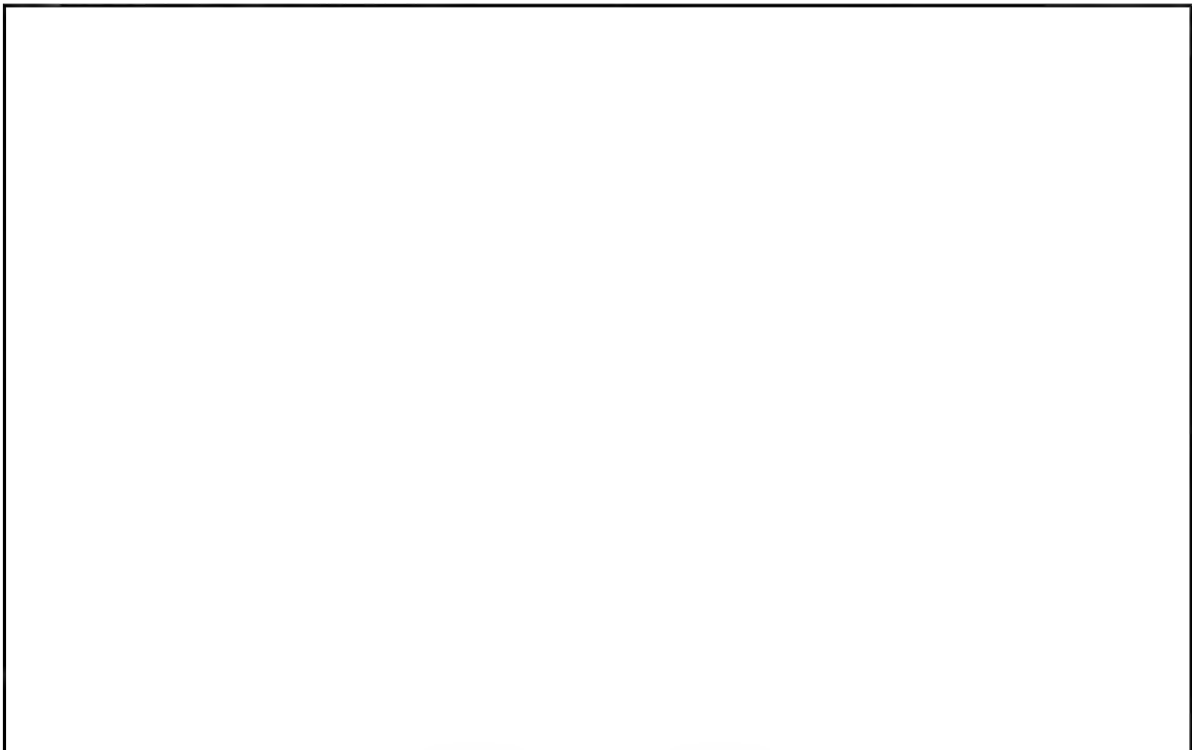
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In accordance with a DCI directive ("Wartime Mission of CIA", dated 2 June 1955) semi-annual reports were subsequently prepared on the status of logistics planning for wartime. Two distinct categories were involved, the establishment and maintenance of an emergency relocation center, and the furnishing of guidance and direct support to other Agency elements in planning their wartime operations. To fulfill this latter responsibility, a War Plans Branch was established within the Planning Staff, working in close contact with the War Plans Division, PPC Staff to develop logistical aspects (annexes, if required) of Agency and CINC War Plans.

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In order to assure Agency military reservists of billets on CIA Staffs on D-day, personnel mobilization requirements were prepared for all reservists in the Office of Logistics during Fiscal Year 1956. Preferences of reservists <sup>were to</sup> ~~will~~ be considered in military mobilization requirements. Recommendations for wartime logistical support of Agency

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overseas installations were also studied and submitted.

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At the request of Mr. Dulles, the Secretary of Defense established a Joint DoD/CIA Logistics Committee in January 1956, to make recommendations concerning:

- (1) Exact responsibilities of DoD and CIA in providing logistics support for wartime UW activities
- (2) Implementation of jointly-agreed logistics support and guidance in generating requirements from JCS field commanders
- (3) Status of UW logistics planning and stockpiling objectives

Subsequently, the Committee prepared and finalized a logistics appendix to the UW Annex of the JSCP. For the first time Theater Commanders and Agency Senior War Planners were provided with logistic guidance and basic planning procedure, data and responsibilities relating to peacetime planning action to be taken for wartime reciprocal support of UW operations. This guidance was disseminated in July of 1956 to Theater Commanders and CIA Headquarters, and was further implemented during Fiscal Year 1957.

Unified commanders will submit to the JCS a comprehensive logistics appendix to their unconventional warfare plans. These will be tabulated by the executive Agency concerned, and requirements levied on the Agency for procurement and stockage of items peculiar to CIA which will be required in strategic reserve on D-Day. The Agency will inform the military services of CIA requirements for post D-Day support.

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Throughout this period, major overseas bases were being established. Complete studies of these bases, including T/O's and stockage objectives, were completed in FY 54. As of June, 1956, their status was as follows:

25X1A [ ] - the strategic reserve had been maintained in fair condition for several years, even though overstockages and imbalances existed. The decision to relinquish the major base at [ ] 25X1A  
25X1A [ ] put an additional onus upon [ ] support capabilities. 25X1A  
25X1A [ ] - Although extensive planning and coordination resulted in the establishment of a major base [ ] it was 25X1A  
subsequently decided to return these facilities [ ] 25X1A  
25X1A [ ] with the exception of three warehouses storing communications equipment.  
25X1A [ ] - An administrative plan for outlining responsibilities and general procedures for operation of the [ ] base was 25X1A  
developed during FY 56. Strategic reserves were in place in usable condition, but imbalanced.  
25X1A [ ] - although imbalanced strategic reserves were in place at this time, it was felt that this base could not sufficiently support the Agency's wartime needs in the area. Consideration was being given to establishment of additional forward or sub-bases.  
← During Fiscal Year 1956, Quarterly Major Base Status Reports were published to ensure dissemination of current information on base capabilities.

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The Planning Staff provided a graphics service throughout this period. Initially, this service was confined to statistical charts and tables. By June of 1956 all types of art work were being produced, not only for the Office of Logistics, but for other DD/S elements.

A logistics reference service, or technical library, was also maintained throughout this period. There was a vast increase in reference services provided, as well as in the quantitative and qualitative growth rate of the collection itself.

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*Office Memorandum* • UNITED STATES GOVERNMENT

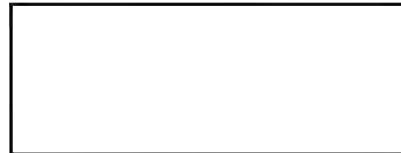
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TO : Chief, Planning Staff  
ATTN :   
FROM : Chief, Administrative Staff

DATE: **15 DEC 1958**

SUBJECT: History of Administrative Staff, Office of Logistics

In accordance with your request, attached is the history of the Administrative Staff, together with a tabulation showing T/O, Ceiling, On-Duty Strength, and Cost of Logistics Activities for the period 1 July 1952 through 30 June 1956. If any additional or more detailed information is desired we will do our best to obtain it.



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## Attachments:

1. TAB A, as stated above
2. TAB B, as stated above

## Distribution:

- Orig. & 1 - Addressee
- 1 - OL Official File, w/as
  - 2 - OL/AS, w/as

OL/AS:  15 Dec 58)



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HISTORY OF ADMINISTRATIVE STAFF, OFFICE OF  
LOGISTICS FROM 1 JULY 1952 THROUGH 30 JUNE 1956

25X1 1. In March 1953, a reorganization of the Procurement and Supply Office changed its name to the Logistics Office and created an Administrative Staff, with a T/O [ ] to be responsible for the personnel, budget and fiscal, registry, security, and management-type functions for the Logistics Office, and, in particular to:

- a. Compile adequate personnel records to operate under a policy of decentralization;
- b. Issue written procedures and instructions;
- c. Coordinate the reissuance of all Logistics regulations and the Logistics position on regulations of other Agency components; and
- d. Establish a records management program.

Prior to date such functions were handled out of the Office of the Executive Officer attached to the Office of the Chief.

2. In February 1954, the General Services Office was abolished and the mail control section and the physical security functions were assigned to the Administrative Staff, Logistics Office.

3. On 23 July 1954, as a result of a management study, the organization and staffing of the Logistics Office was approved. This established a separate Security Staff and set up the Administrative Staff with five Branches (Budget and Fiscal, Personnel and Training, Records and Services, Management Assistance, and Mail and Courier), with a ceiling of [ ] were for the Mail and Courier Branch.

4. In May 1953, a Logistics Career Board was established for the career planning, development, promotion, and assignment of Logistics career designees throughout the Agency, and the Administrative Staff assumed the responsibility for its operation.

5. On 1 July 1955, the maintaining of Detail Allotment Control Records on Agency-wide Transportation of Things was transferred from the Office of the Comptroller to the Budget and Fiscal Branch of the Administrative Staff, Logistics Office.

6. In June 1955, the Management Assistance Branch was abolished and its functions and positions absorbed into the Office of the Chief, Administrative Staff.

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Next 1 Page(s) In Document Exempt

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15 December 1958

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As of 1 July 1952 the Printing and Reproduction Division of the General Services Office was functioning from its new location [ ]

STATINTL

[ ] Since the establishment of the Division, an increase in requirements necessitated a program of expansion in size and diversity of service. Approximately 54,000 square feet of space in the [ ] building permitted this needed expansion and provided excellent working conditions.

STATINTL

Except in a few cases<sup>1</sup> the total Agency printing support was provided by the plant [ ] This support was considerable as indicated by the February 1952 production figures which were approximately 7,719,319 impressions printed, approximately 194,615 photographs made, and approximately 10,900 feet of microfilm processed.

STATINTL

The new location and additional equipment was conducive to increased production as indicated by production figures for 1953. These figures show that approximately 100,000,000 impressions were printed, approximately 2,525,000 photographic prints made, and approximately 950,000 feet of microfilm processed during 1953.

The expanded scope of the Agency printing operation was recognized in 1953 when the Chief, General Services Office, established the position of Agency Printing Advisor. The incumbent of this position entered on

1. Exceptions included the OCI printing facility, the OCR Batch printing facility, the DD/P/FI Reports printing facility, and the MIS printing at GPO.

duty on 24 February 1953. The duties of the position were to carry out Agency liaison with the Congressional Joint Committee on Printing, perform printing studies and surveys, advise all Agency components on printing matters, and contribute staff assistance in the management of the Agency's printing facilities.

The year 1953 was one of steady growth both in requirements levied on the Division and production accomplished by the Division. It was during this year that both the OCI printing facility<sup>2</sup> and the DD/P/FI printing facility<sup>3</sup> were transferred to the Printing and Reproduction Division, General Services Office.

STATINTL

By 1954 the Table of Organization of the Division called for  positions. However, average employment for this period was only

STATINTL

The support provided by the Printing and Reproduction Division was extremely versatile. Services provided include typesetting, offset and letterpress printing, platemaking, photoengraving, mimeograph, spirit duplicating, and all types of bookbinding. Photographic services included photostating, microfilming, film duplicating, print making (enlarging, contact printing, reduction printing), motion picture printing and developing, color printing, ozalid printing and finishing operations such as collating, binding and distribution.

The cumulative production figures of the Printing and Reproduction

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<sup>2</sup> 9 November 1952

<sup>3</sup> 1 February 1953

<sup>4</sup> 1955 Operating Budget

Division for the 12 months of fiscal year 1954 amounted to 119,509,152 impressions printed, 2,618,349 photographic prints made, and 955,521 feet of microfilm processed.<sup>5</sup>

On 15 February 1954 the General Services Office was abolished and the Printing and Reproduction Division was transferred to the Logistics Office. On the same date the Agency Printing Advisor's functions were transferred to the Logistics Office, Inspection and Review Staff. Whereas the responsibilities of the Printing and Reproduction Division were limited to Headquarters under the General Services Office, they became world-wide by virtue of world-wide responsibilities of the Logistics Office. Consequently, requirements for political and psychological warfare printing took an immediate turn upward. To meet this requirement the Division obtained from TSS a large 22" x 34" offset press. Many thousands of leaflets such as travel brochures, color folders, etc., have been printed on this machine. It remains the largest printing press in the [ ] printing facility. STATINTL

During this year the Division's capabilities were improved through increased mechanization. The following are examples of this:

a. Collating of five FBID daily reports was shifted from manual collating methods to automatic machinery. [ ] personnel positions were eliminated by this shift. A considerable sum of money was also saved when a lighter weight paper was substituted on this job. STAT

b. Ozaphane Duplicators were modified which increased the

5 1955 Operating Budget

life of exposure lamps from six to eighty hours and thereby saved hundreds of dollars per year on these lamps.

c. Velox photographic printers were modified to print simultaneously a contact format and an enlargement of a 35 MM negative. This increased the printing potential of one unit from 2,000 to 7,000 prints per day.

In general, FY 1955 was one of stabilization, employment of improved management concepts, and mechanization. The functions of the Printing Advisor were merged with the printing functions<sup>6</sup> and the name of the Printing and Reproduction Division changed to the Printing Services Division.<sup>7</sup>

The plant formerly located in "L" Building was enlarged and moved to a more central location in "K" Building. The responsibility for microfilming the Agency's vital documents was assigned to the Printing Services Division on 1 July 1954.<sup>8</sup> Three persons were transferred to the Division to accomplish this task on a continuing basis. This microfilming activity operated from the "K" Building Plant.

In an effort to better service OCD, three Davidson machines were moved  to 350 26th Street in Washington *during May 55*. This move physically located the printing presses adjacent to the OCD "Batch System" and better aligned the production of this operation. This move was made ~~2 May 1955~~.<sup>9</sup>

6 Memorandum to Director of Logistics, Subject: Organizational Adjustments, Office of Logistics, dated 7 March 1955.

7 Designation of new Division title was approved 13 June 1955.

8 T/O Change Control No. 585

9 1956 Budget Estimates

Fiscal year 1955 was a year in which heavy map printing requirements were placed on the Government Printing Office. This also was the year in which the Printing Services Division assumed full responsibility for budgeting for the printing of all ORR maps.

Production for the fiscal year again showed an increase. The total increase averaged 19%. This year there were 139,894,344 impressions printed and 2,750,607 photographic prints made.<sup>10</sup>

25X1A One of the first undertakings of the new Division Chief was clarification of the Division's responsibilities. The governing Regulation [ ] was rescinded and Regulation [ ] dated 8 January 1955 became 25X1A the governing regulation for Agency printing. Specifically, the Division's responsibilities were described as applying to service-type printing and not to facilities used only in connection with individual DD/P operational projects or to the specialized activities of TSS/DD/P. Printing Services Division's work was in the nature of administrative and mass-production type printing as opposed to the "documentation" type printing of the Technical Services Staff, DD/P. In the field where Printing Services Division did not have installations and where requirements did not justify establishing a facility, agreements were reached with TSS to produce administrative type printing when possible.

Among other responsibilities, Regulation [ ] assigned a new STATINTL responsibility for procurement of printing to the Printing Services Division. This function had previously been performed by the Procurement Division, Office of Logistics. On 1 July 1955 the Printing Services

10 1957 Budget Estimates

The method of producing the "Batch System" materials was shifted from Davidson to Multilith presses with a resultant increased capacity to meet OCR requirements.

STATINTL The printing of the FBID daily publications was shifted to a night shift.<sup>12</sup> This change eliminated the necessity to deliver stencils to the [ ] Plant every hour, it made production easier and with less personnel, and still maintained the same delivery service to recipients.

Improved service to OCI was effected by staggering the working hours of certain employees and adding an additional person to the working staff of the plant in OCI. This action increased the production capability in producing the OCI Weekly Review and Weekly Summary.

Support was increased to OTR and OCR by the procurement and installation of a new Houston motion picture film processor. This machine made it possible to process more and higher quality film. It also made possible the complete production of motion pictures within Agency facilities.

Production trends for FY 1956 continued upward. There were 147,595,353 impressions printed, 3,164,468 photographic prints made and 803,030 feet of microfilm processed during the year.

The period of time from FY 1952 through FY 1956 was one of added requirements and responsibilities for the Printing Services Division

12 September 1955



STAT but one of relative stability of personnel. The average employment for

13 1955 Operating Budget

14 1956 Operating Budget

15 1957 Operating Budget

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*Office Memorandum* • ~~SECRET~~ UNITED STATES GOVERNMENT

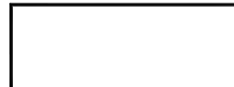
TO : Acting Chief, Planning Staff, OL

DATE: 15 December 1958

FROM : Chief, Procurement Division, OL

SUBJECT: History of the Office of Logistics

There are attached herewith two copies of a draft of the history of the Procurement Division for the period July 1, 1952 to June 30, 1956, which was requested by memorandum of November 12, 1958, from the Acting Director of Logistics and implemented by memorandum of November 14, 1958, from the Acting Chief, Planning Staff, OL.



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## Distribution:

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1 - C/PD  
1 - DC(P)

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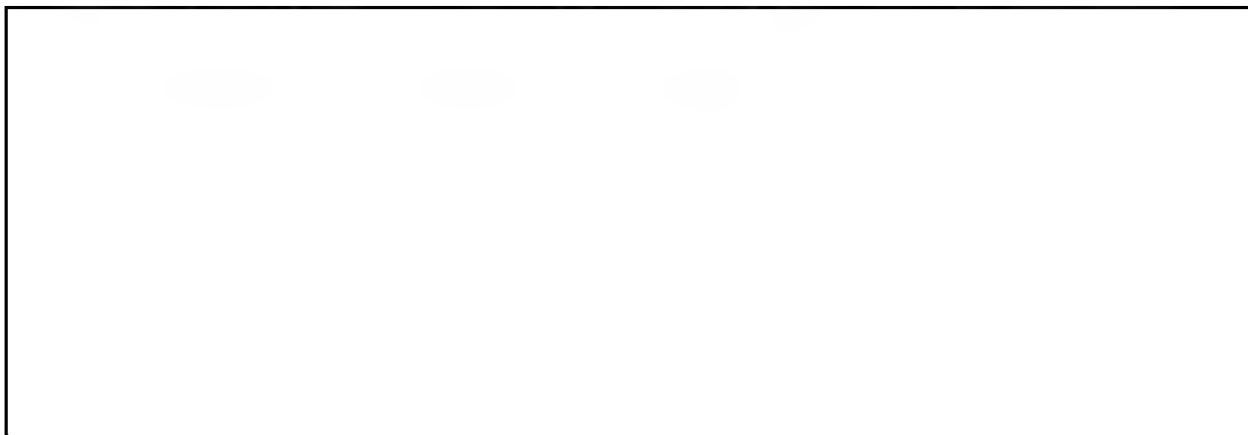
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History of Procurement Division, Office of Logistics  
From 1 July 1952 to 30 June 1956

All procurement activities of the Agency during the fiscal years 1953 through 1956 were performed by the Procurement Division of the Office of Logistics, contracting officer authority having been delegated to it by the Chief of Logistics. The sources of supply are both commercial and governmental, and the purchases may be either overt or covert, classified or unclassified.

The Division changed its name from Purchase to Procurement in the spring of 1953 when a reorganization became effective, but there was no change in the basic functions delegated to it. On July 1, 1952, the organizational set-up was as follows:

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During the Fiscal Year 1953 a fifth unit was added, to be known as the Administration and Inspection Branch, which was staffed by [ ] employees, some of whom came out of the Contract Branch and the balance new additions to the Division's personnel, the total rising [ ] over the twelve month period. This change was designed to conserve the time

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of qualified contract negotiators who previously had been required to devote much of their attention to the administration and settlement of the contracts which they had negotiated as to terms and conditions then set forth as a written agreement for execution by the contractor. Negotiation talent is more difficult to locate than that required for administration of an existing contract. Efficiency thus was improved and the rising work load of contracts was handled more readily by this reorganization.

Over the four fiscal years the number of procurement actions declined somewhat, from the 15,656 of 1953 to 14,384 for 1954, down to 12,560 for 1955, and back up to 14,006 for 1956. The bulk of these actions are of the smaller variety of purchases. The larger size actions resulted in negotiated contracts which require more attention, both initially and during the period of performance. Over one-third of them called primarily for research to be accomplished, with less emphasis on the delivery of "hardware". Total contracts held steady for the first two fiscal years at 643 and 660, then went up to 731 in 1955 and 819 in 1956.

The improved efficiency brought about by the reorganization enabled the Procurement Division to handle its increasing work load of contracts without augmenting its staff, in number of employees

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remaining constant from the ☐ on June 30, 1953, to ☐ on June 30, 1956, although some overtime was required particularly toward the end of each of the fiscal years due to the tendency of the requests for procurement to build up by deferment of decisions until close to the expiration time of the annually appropriated funds. This, however, was beyond the direct administrative control of the Office of Logistics.

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Procurement Actions by Fiscal Years

<u>Fiscal Year</u>	<u>Number of Actions</u>		<u>Amount</u>	
	<u>Purchases</u>	<u>Contracts</u>	<u>Purchases</u>	<u>Contracts</u>
1953	15,013	643	\$24,697,910	\$11,295,691
1954	13,724	660	9,005,056	9,189,386
1955	11,829	731	16,294,052	8,941,692
1956	13,184	819	18,456,002	10,508,889

During Fiscal Year 1955 a further refinement of the organization of Procurement Division was effected which improved operations by reducing from five to three the number of branches reporting directly to the Chief of Procurement. No functions were eliminated but the shift of responsibility enabled the Division subsequently to operate more satisfactorily. Following is the organization of the Division as it appeared by the end of the four fiscal years:

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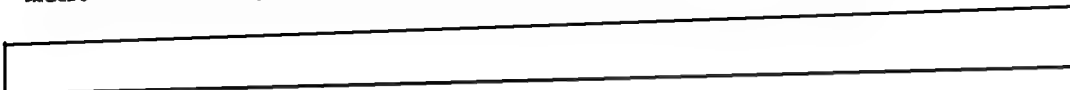
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The flow of work, procedures, and regulations followed by the various parts of the Procurement Division were formalized during this period by recording them in detail in a "Handbook" or manual of operations for guidance of employees. The Manual was distributed in Fiscal Year 1955.

Meanwhile plans were progressing to accomplish further improvement to the organization and its operation. It was conceived that

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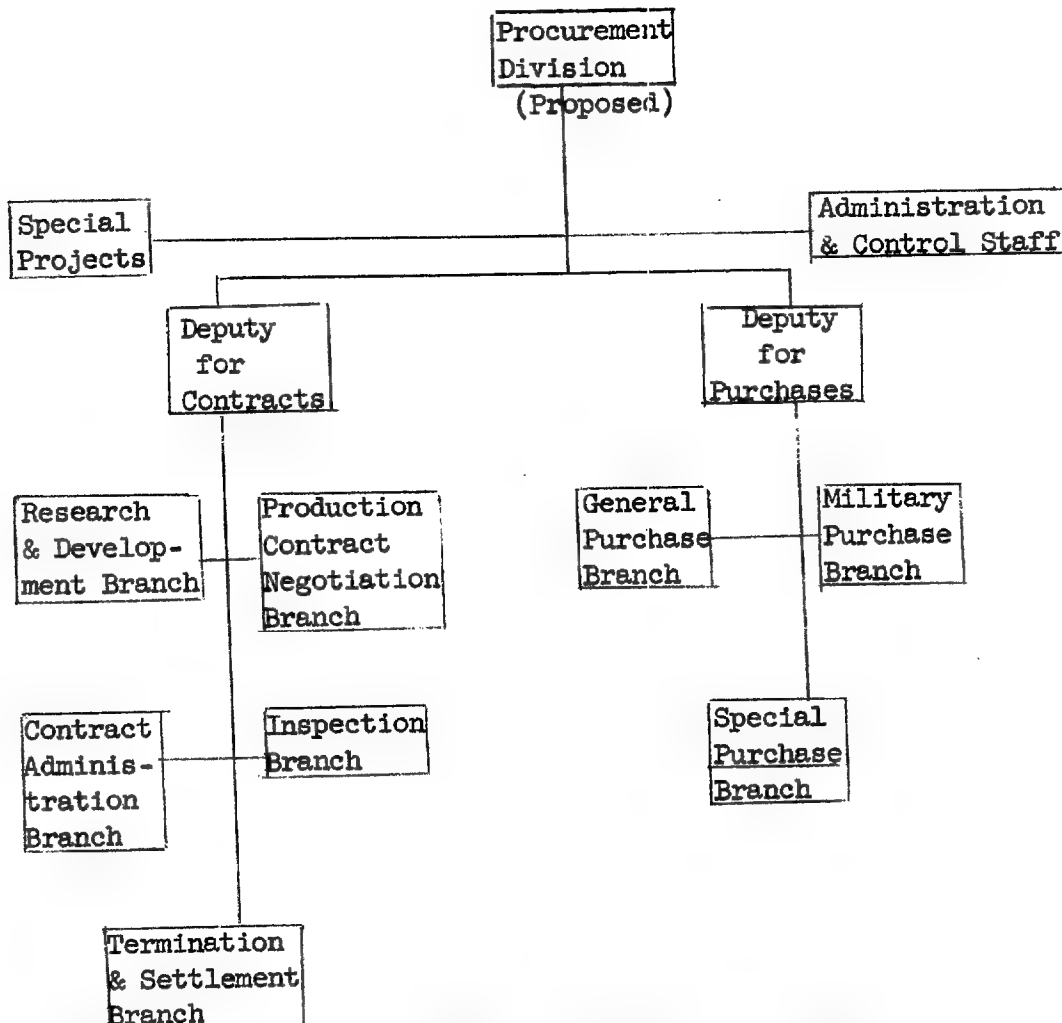


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might better be handled by a staff attached directly to the office of the Division Chief, to be known as Special Projects, the remainder to be placed under the Purchase Branch. The heads of the two major segments of the Division were to be made deputies of the Chief and have delegated to them full authority to perform within their sphere of operation, the sections under each then becoming Branches with their increased independent responsibility. Although the reorganization was planned and proposed during Fiscal Year 1956, it was not made effective officially until the following year:



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During Fiscal Year 1955 a series of meetings were held with the Technical Services Staff of DD/P and with the Finance Division of the Comptroller's Office for the purpose of bringing about a reduction in the time required to process invoices for payment. The objective of remitting within 20 days was accomplished.

At the beginning of Fiscal Year 1955 a Procurement Review Committee was established to review and determine the method of Procurement for all proposed negotiated contracts and other large size purchasing actions. This committee subsequently was comprised of the Division Chief and his two deputies and Assistant General Counsel. It was effective primarily in anticipating possible objections to a proposed contract action so that they could be resolved prior to concluding negotiations. At the same time a Procurement Planning Committee was created to develop annually a procurement program and to plan procurement action. 44

Coordination between the Procurement Division and the requisitioning activities of DD/P at the beginning of this period was not very close. This hampered planning for procurement and served to develop unnecessary peak loads in operations, particularly toward the end of each fiscal year when appropriated funds would expire if unobligated. To improve this situation a liaison officer was designated to maintain closer cooperation between the PD and the 7 45

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various units of DD/P, mainly TSS and Commo. This was started in Fiscal Year 1955 and was successful in improving planning and in strengthening activities of developing sources, inspection responsibility, and evaluation of performance of contracts.

Similarly with the Comptroller's Office, mainly the Industrial Contract Audit Branch, relationships and operations were improved through the centralization of contact by a designated liaison channel, thereby concentrating the efforts which had previously been scattered, disjointed, and sometimes conflicting. A "Memorandum of Understanding" to clarify responsibilities and authorities was executed in Fiscal Year 1955. #6

Participation in the Logistics Support Course was begun in Fiscal Year 1954, primarily for the purpose of indoctrinating and training personnel for overseas assignments, the personnel rotation program having its start at this time. By the end of Fiscal Year 1956, ten presentations had been completed. This career program had its start in Fiscal Year 1953 along with a movement to improve the quality of personnel performance by planned and scheduled training, but it was not made operative in quantity until the 1956 rotation plans. It was intended to indoctrinate all employees in the utilization of accepted procurement practices of other

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Government agencies mainly the Department of Defense and General Services Administration. The overall objective has been the recruitment and development of a high caliber professional organization having the ability to procure any needed material, equipment, or service, regardless of the degree of complexity or security limitations. The result has been noticeable improvement in operations.

Source:

Weekly Activity Reports  
Monthly Management Reports  
Procurement Division Memoranda  
Procurement Division Handbook

Development Time:

50 hours

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*Office Memorandum* • UNITED STATES GOVERNMENT

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TO : Chief, Planning Staff, OL *gfw*

ATTN:

FROM : Chief, Real Estate and Construction Division

DATE: 9 December 1958

SUBJECT: Development of the History of the Real Estate and Construction Division

REF : Memo to all OL Staff and Division Chiefs fr. AD/OL dtd 12 November 1958,  
Subject: Development of the History of OL

We submit herewith, in accordance with the request contained in the referenced memorandum a Historical Resume of Real Estate and Construction activities for the period 1 July 1952 through 30 June 1956.

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## Distribution:

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1 - RECD History File  
1 - RECD Chrono

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OL/RECD  (9 December 1958)

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A. ORGANIZATION

1. a. On 1 July 1952 the Real Estate and Construction Division was a part of the Office of General Services. The total number of personnel was 8 divided among the following:

- (1) Office of the Chief
- (2) Acquisition Branch
- (3) Construction Engineering Branch

b. As of that date the primary function of the Division was to provide for the real estate and construction needs of the Agency with the exception of the space and maintenance functions for buildings in the departmental area obtained through Public Buildings Services and the [ ] functions.

2. On 20 August 1952 the Real Estate and Construction Division became a part of the Office of Procurement and Supply (Notice No. [ ])

3. On 15 September 1952 following approval of a Staff Study entitled "Reorganization of the Real Estate and Construction Division" the Table of Organization was amended to provide for [ ] which were divided among the following:

- (a) Office of the Chief
- (b) Acquisition Branch
- (c) Construction Engineering Branch
- (d) Utilities Engineering Branch

4. On 16 September 1952 the [ ] which had heretofore been appended to the Office of the DD/A, its functions and personnel who numbered 3 were transferred to the Real Estate and Construction Division. [ ] thereafter became the [ ] (22 August 1952).

5. On 15 February 1954 the Space, Maintenance and Facilities Division was transferred from the General Services Office and made a part of the Real Estate and Construction Division. The number of Personnel involved was 40 and Space, Maintenance and Facilities Division became the Space, Maintenance and Facilities Branch. (Approved Staff Study dtd. 22 December 1953, prepared by Management Improvement Staff, Subject: Agency Housekeeping Service.)

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## B. POLICY

1. As of 1 July 1952, the Agency's policy with respect to the provision of quarters overseas accorded with that which was set forth in the Standardized Government Allowances. On 5 December 1952 the date on which Agency Notice [redacted] was issued, this policy was formally changed to read:

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## C. MISSION

1. There were no major changes in mission during the given period.

## D. MAJOR ACCOMPLISHMENTS

1. As of 1 July 1952, Real Estate and Construction was concerned with a total of 1,054,720 sq. ft. of office and special purpose space in the departmental area; a total of 65,896 sq. ft. outside the departmental area; and there were no verified records available from which any significant conclusion could be drawn as to Agency holdings abroad. (Administrative Service History of Real Estate and Construction Division dtd. 24 March 1952.)

2. As of 30 June 1956, Real Estate and Construction was concerned with a total of 1,488,732 sq. ft. of office and special purpose space in the departmental area; a total of 390,934 sq. ft. outside the departmental area. (30 June 1956 Monthly Report to D/OL and Annual Report of Accomplishments by RE&C dtd. 16 July 1956 to C/Admin. Staff from AC/RE&C.)

3. As of 30 June 1956 on the foreign scene the Agency had assigned properties that numbered [redacted] and represented an annual proportionate share of costs, i.e., reimbursements to other U. S. Government agencies of \$1,497,886; leased properties (all types) numbering [redacted] representing an annual rental of \$2,428,060; and [redacted] owned properties representing a total purchase price of \$547,491. The Agency had invested in improvement and/or construction costs of one type or another on all the above properties a total of \$33,396,552. (Annual Report of Accomplishments by RE&C dtd. 16 July 1956, to C/Admin. Staff from AC/RE&C.)

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4. Major construction programs, supervised by or controlled by Real Estate and Construction personnel during the period in question were undertaken at the following bases or locations:

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Planning Staff

DATE: 11 Dec 58

FROM : Chief, Supply Division

SUBJECT: History of Supply Division

1. History of Supply Division from 1 July 1952 through 30 June 1956 is attached as this Division's contribution for your consideration in the compilation of the History for the Office of Logistics.

2. No attempt has been made to include budgetary data or personnel statistics for the period covered as the Administrative Staff is submitting this information on the overall Office of Logistics.


Attachment



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## Distribution:

- Orig & 1 - Addressee, w/att.
- 1 - OL/SD, w/att.
- 1 - OL/SD/SPPS Off, w/att.

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CHRONOLOGICAL HISTORY OF THE SUPPLY DIVISION

FROM 1 JULY 1952 THRU 30 JUNE 1956

1. On or about 15 July 1952, [REDACTED]

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[REDACTED] was activated [REDACTED] for the purpose of

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receiving, storing, packing and crating, shipping, and transshipping of Agency materiel as required, and for the authorized procurement of supplies and materiel from GSA as directed by headquarters. This new activity was added to the Supply Division organization, on a Branch level, [REDACTED]

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[REDACTED]

2. In October 1952, the Supply Division commenced the conversion, by phases, of manual maintenance of stock records to the maintenance of property accountable stock records by the utilization of electrical accounting machines. This conversion also included the change-over for cataloging and property item identification into an eleven (11) digit Agency stock number.

3. On or about 15 November 1952, the [REDACTED]

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[REDACTED] was activated [REDACTED] for the purpose of receiving,

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storing, packing and crating, shipping, and transshipping of Agency materiel as required, and for the authorized procurement of supplies and materiel from GSA as directed by headquarters. All stocks and operations were transferred from the [REDACTED]

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[REDACTED]

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was deleted from the Supply Division organization [redacted]

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25X1A [redacted] was established in the organization on a Branch level.

(2) 4. On 1 February 1953, the program, started in October 1952 for the conversion of manual stock record cards to electrical accounting machine operation and for the change-over to eleven (11) digit Agency stock numbers, was completed.

(2) 5. On 1 May 1953, in conjunction with the Office of the Comptroller, a system was instituted for the financial accounting for property whereby all inventory assets were capitalized and subsequent property documents were processed to reflect dollar value of property transactions by categories. This was possible as a result of having the stock records mechanized.

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(1) 6. On or about 1 May 1953, the [redacted] was activated as an Agency depot. All stocks of materiel and depot operational supplies and equipment were subsequently transferred from [redacted]

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[redacted] This resulted in the consolidation of all depot stocks and operations in one warehouse in the Washington area, for the purpose of receiving, storing, issuing, packing and crating, inspection and surveillance, and shipping of Agency materiel.

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Accordingly, the [redacted] were deleted from the Supply Division organization and [redacted] was established on a Branch level.

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(5) 7. In June 1953, the Supply Division, Office of Procurement and Supply, was reorganized under the Office of Logistics as the Supply Division and was

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composed of Facilities Staff, Supply Control Branch, Catalog Branch,  
Ordnance Inspection Branch, [REDACTED]

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[REDACTED] The major change in this reorganization was  
the establishment of the Catalog Branch with functions and responsibilities  
for the development and maintenance of an Agency Supply Catalog.

(3) 8. Under date of 15 October 1953, ten (10) [REDACTED]

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[REDACTED] on "Supply" were published and distributed. These were the  
first publications issued [REDACTED] guidance on Supply  
policies.

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[REDACTED] 9. In November 1953, the Office of Logistics instituted a 6-week  
training program, to be held quarterly, designed primarily for the training  
of personnel scheduled for field duty in logistical assignments and for  
returnees whose duties will or have involved logistical support functions.  
These courses were designated as "Logistics Support Courses". The Supply  
phase of these courses of two (2) weeks duration was conducted by technical  
personnel of the Supply Division.

(8) 10. In October 1953, a Task Group of Logistics representatives was sent  
on TDY (for 6 months) to install field property accounting procedures in  
certain stations in EE, WE, SE and NEA. This involved physical inventories,  
item identification, establishment of stock records, and document processing  
procedures based upon the new [REDACTED]

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11. Under date of 15 March 1954, Regulation [ ] "Operational Supply Room" was published and distributed. This Regulation provided the means for operation of a central supply room for the purpose of making expeditious issue of certain operational materiel to headquarters personnel.

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12. On 21 July 1954, the Supply Division was reorganized consisting of Control Staff, Storage Operations Branch, Supply Operations Branch, Ordnance Branch, Identification and Cataloging Branch, [ ]

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[ ] The purpose of this reorganization was to separate line and staff functions and to improve coordination of effort in furnishing materiel support to Agency operations and developing supply regulatory issuances.

13. Under date of 23 September 1954, eight (8) Regulations in the [ ] series on "Supply" were published and distributed to headquarters elements. These Regulations prescribed the policy on various Supply subjects for guidance of all concerned.

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14. Under date of 11 October 1954, Regulation [ ] "Boards of Survey" was published and distributed. This Regulation provided for the establishment of Boards of Survey and prescribed policies and procedures to be followed in the investigation of and reporting on the status or condition of property which has been lost to use by the Agency.

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15. Commencing in November 1954, a change was made, by phases, in the manner of publishing the Agency Supply Catalog from electrical accounting machine listings to a Flex-o-print operation. This resulted in improving

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the readability and facilitated changes to the Catalog. Simultaneously with this change was the conversion of Agency stock numbers and nomenclatures to a system compatible with the Federal Cataloging Program.

② 16. Under date of 12 January 1955, [REDACTED] "Requisitioning" was published and distributed to headquarters elements. This Regulation delegated authority and prescribed procedures for requisitioning materiel through Agency channels.

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[REDACTED]

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series on "Supply" and specified the procedures for acquisition, record keeping, issue, and disposal of property for which the Supply Division, Office of Logistics, retained formal property accountability.

② 18. Under date of 18 July 1955, [REDACTED] "Preparation and Submission of Requisitions" was published and distributed to headquarters elements. The purpose of this Handbook was for the guidance of headquarters requisitioning elements in the correct preparation and submission of requisitions.

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(C) 20. Under date of 26 September 1955, [redacted] "Property Accounting Procedures for Headquarters Controlled Activities" was published and distributed to headquarters elements. This Handbook outlined procedures to be followed by certain requisitioning activities in the acquisition, record maintenance, and disposal of property for which the Supply Division, Office of Logistics, retained formal property accountability.

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21. In June 1956, the functions and responsibilities for stock inventories and adjustments were transferred from the Supply Operations Branch to a newly established Inspection and Inventory Staff. This Staff was given the additional function and responsibility for performing technical review and providing assistance, when required, to field stations on the application of property accountability and responsibility concepts.

22. Operational statistics for the Supply Division during Fiscal Years 1954, 1955 and 1956 are listed on Tab 1.

(C) 23. The total dollar value of on-hand inventory assets in July 1953 was \$33,095,137. The increases from this amount to the values indicated in Tab 1 for FY 1954, 1955 and 1956 were primarily due to:

a. Acquisition of ordnance type materiel from the Department of Defense from 1952 contingency funds established with DOD. Receipts were based upon "Shopping Lists" submitted to DOD during FY 1952 and 1953. In most instances, property remained in storage at DOD installations and were withdrawn by the Agency [redacted] as required.

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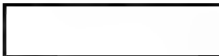
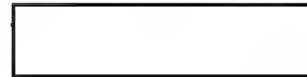
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d. Receipt during FY 1955 and 1956 of returned ordnance type materiel and items of Captured Enemy Materiel (CEM) from field activities. These items were rehabilitated at DOD installations and placed in storage at DOD and, in part, shipped

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for storage.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Planning Staff, OL  
ATTN :   
FROM : Chief, Transportation Division, OL

DATE: 15 DEC 1958

SUBJECT: Historical Data, Transportation Division, July 1952 - June 1956

- REF : (a) Multiple addressee memorandum from the Acting Director of Logistics, subject: Development of History of the Office of Logistics, dated 12 November 1958
- (b) Multiple addressee memorandum from the Acting Chief, Planning Staff, OL, subject: Development of History of the Office of Logistics, dated 14 November 1958

Subject historical data is attached and has been compiled in accordance with referenced memoranda and subsequent discussions between representatives of your Staff and this Division.

Enclosure:  
Historical Data, TD  
(duplicate)

Distribution:  
Orig - Addressee  
1 - TD File

OL/TD/P&C,  (12 Dec 58)

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HISTORICAL DATA, TRANSPORTATION DIVISION, JULY 1952 - JUNE 1956

July 1952 - June 1953

Fiscal year 1953 was notably a period of transition with regard to Agency transportation functions. As of July 1952, these functions were centered primarily within the General Services Office. Commencing in August 1952, a transfer of activities, personnel, and positions concerned with transportation began from the General Services Office to the Procurement and Supply Office. During the year transfer of the following functions to the Procurement and Supply Office was completed:

- a. Movement of Agency cargo and employees household effects.
- b. Travel processing for employees and their dependents.
- c. Operation of Agency motor freight (truck) transportation.
- d. Operation of  including the maintenance of vehicles in the headquarters area.
- e. Processing of new Agency vehicles and delivery to ports for overseas shipments.

In May 1953, Procurement and Supply became Logistics Office and the above functions were included within the Transportation Division of that Office.

Operation of the headquarters motor pool including a shuttle bus system for transporting passengers, mail, couriers, and classified trash was not transferred and remained as a function of the General Services Office during this year. However, at that time the motor pool operation was nebulous in that the majority of chauffeurs and sedan vehicles were

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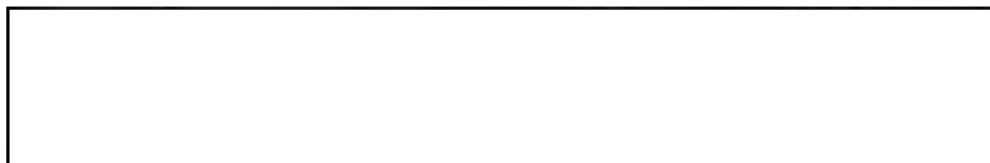
not pooled but were permanently assigned to and controlled by individual Agency components. For example, a total of [ ] chauffeurs and 65 vehicles were actually engaged in providing overt sedan transportation at headquarters while an average of only [ ] chauffeurs and 10 vehicles were available for motor pool service during normal duty hours.

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Other accomplishments of procedural significance during this period were as follows:

- a. Control procedures were established whereby cargo transportation requirements were projected on the basis of supply requirements. This enabled the Division to fore-

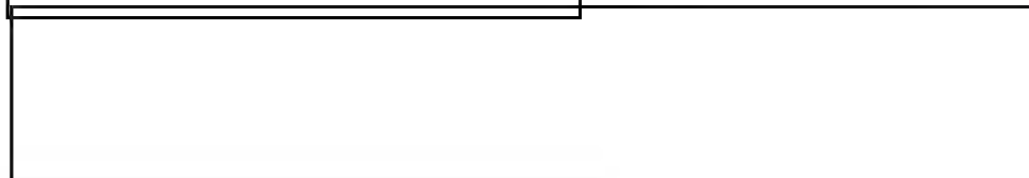


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- b. Rate tables were developed, published, and distributed to Agency components for the purpose of establishing realistic estimates of transportation costs.
- c. Studies were conducted to ascertain the most economical, secure, and efficient method of furnishing vehicular support in the metropolitan area of Washington.

- d. A scheduled truck run was established [ ]

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- f. Arrangements were completed for use of U. S. Despatch

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Agent channels for shipment of Agency cargo.

- g. Procedures were established and a contract entered into between the Agency and  for the utilization of the facilities and services for the shipment of general cargo, household goods, baggage and privately owned automobiles to and from all parts of the world.

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July 1953 - June 1954

Fiscal year 1954 marked the beginning of the formation of a Transportation Division as it exists today. The function of providing vehicular support in the headquarters area remained split until November 1953, with truck transportation and vehicle maintenance as a function of the Logistics Office and the shuttle bus system and motor pool operation as a function of the General Services Office. In November 1953, all functions pertaining to vehicular support were transferred to the Logistics Office and became a part of the Transportation Division. Concurrent with this transfer of function, the majority of chauffeur driven sedans were withdrawn from assignment to individual Agency components and placed under control of the motor pool. This represented a major step toward providing adequate vehicular support for widely dispersed Agency components.

The function of processing employees and their dependents preparatory to official travel was transferred from the Transportation Division to the Central Processing Branch, Office of Personnel. Transfer of the personnel and positions concerned with this function was completed

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during the first half of fiscal year 1954. The function was transferred for the purpose of providing within the Central Processing Branch a central location where employees and their dependents would receive complete guidance and processing with regard to transportation, financial, and personnel matters incident to their travel. Concurrent with this transfer of function, the Chief of Logistics delegated authority to the Central Processing Branch to incur expenses in connection with its transportation function. However, the responsibility for technical guidance and staff supervision with respect to the transportation function of Central Processing Branch remained with the Transportation Division.

Subsequent to completion of the functional reorganization outlined above, the mission and functions of the Transportation Division insofar as it pertained to traffic management in the movement of persons and things and supervision of motor vehicle functions became clearly defined to the extent that the Division was for the first time in a position to actually assume responsibilities in a staff and technical capacity instead of its previous role of acting only in a service or advisory capacity.

The compilation of comprehensive statistical data related to Division performance was initiated during this year and has continued to serve as a basis for internal analysis of operations. Some examples of Agency requirements for world-wide transportation service and headquarters vehicle support during fiscal year 1954 are found in the following figures extracted from the data:

- a. No. of Agency cargo movements completed - 5,000.
- b. No. of shipments of employees effects completed -
- c. Bus and sedan passengers carried, headquarters area -  
211,000
- d. Tonnage hauled, headquarters truck operations - 3,500.

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Since that time, requirements for all types of transportation support increased over 100%. However, this growth was accomplished without any increase in personnel  on duty, June 1954  on duty, June 1956) largely as the result of programs developed during subsequent years for improved management procedures and better utilization of services available from other Government departments.

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Other accomplishments of procedural significance during fiscal year 1954 were as follows:

- a. Partial utilization of Department of Air Force and MATS facilities began late in 1951 for shipments of Agency cargo to the field. Arrangements were completed in November 1953 for utilization of these facilities for incoming as well as outgoing shipments.
- b. Procedures were finalized during July and August 1953 for the  when required for shipments of Agency cargo.

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July 1954 - June 1955

Fiscal year 1955 was outstanding in Division history in that the mission and functions had been clarified and the organizational structure

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of the Division was firmly established. Organizational lines were drawn during that period which have proved successful and continue today to provide the Division with an effective administrative control mechanism and the ability to meet constantly increasing requirements for transportation support. The organization consisted of: the Office of the Chief, Administrative Staff; Planning and Control Staff; Cargo; Highway; and Passenger Movement Branches. This structure remains basically unchanged at present.

Under the mission, functions, and organization as now established, the Division began to mobilize its staff and technical responsibilities by having policy established and appropriate regulations published; by performing supervisory functions pertaining to traffic management for the world-wide movement of persons and things; and by developing better utilization of the transportation services available from other Government departments.

A program of regulation development had been in existence for some time. However, at this stage it was greatly expanded and accelerated. The Division developed and initiated coordination on approximately ten regulations dealing with transportation matters during this period and the following regulations were published prior to the end of the fiscal year:

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A program devoted to the development of the most economical and efficient procedures in connection with transportation support was amplified at this time and consisted of establishing procedural as well as major objectives. The importance of completing these objectives was emphasized and summaries of accomplishment were prepared quarterly. Significant accomplishments under this program during fiscal year 1955 was as follows:

- a. Establishment of an interim procedure for Division review of all requests for procurement, reassignment, and disposal of Agency motor vehicles, world-wide.
- b. Finalization of contracts with three packing and storage companies in the Washington area for the purpose of processing and storing employees effects.
- c. Development and implementation of new procedures for operation and administration of motor pool services.



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- e. As a result of studies conducted and negotiations with commercial air carriers, this Division was instrumental in obtaining a change to the IATA\* resolution which resulted in unaccompanied baggage being accepted by air carriers for shipment between certain points in the Far East area and the West Coast at a 50% reduction of the normal air carrier rate. This change was effective 4 February 1955 and it was estimated that an annual savings of \$75,000.00 would be realized by the Agency.

July 1955 - June 1956

Fiscal year 1956 was highlighted by inauguration of the TVA program on a world-wide basis. This program was designed to provide the Agency with an administrative control mechanism for management of motor vehicle transportation in compliance with applicable legislation. The implementation of this program probably had greater impact throughout the Agency than any other measure developed by this Division. This was due largely to the fact that prior to publication of [REDACTED] there was virtually no control over the allocation of vehicles nor were there accurate records maintained concerning vehicles located overseas or in the U. S.

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Field trips by various officers during fiscal year 1954 had disclosed that there were deficiencies in the motor vehicle program and that vehicle strength could be substantially reduced without adverse effect on operations. Consequently, the Deputy Director (Support) directed that two Transportation Officers be sent to the field world-wide on TDY for the purpose of assisting field installations in developing realistic Tables of Vehicular Allowances.

These two TDY trips, which were completed during fiscal year 1956, revealed some interesting conditions, resulted in an overall reduction of approximately 245 vehicles, and saved an estimated  $\frac{1}{2}$  million dollars of Agency investment in equipment. This was a direct benefit at that time. However, there were other real benefits which continued to be realized as a result of inaugurating the TVA programs. For example:

- a. The program has provided a means whereby the Agency complies



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with applicable legislation pertaining to motor vehicles.

- b. The Agency has been able to develop accurate vehicle records which reflect the current status, location and intended use of each vehicle.
- c. It has provided a mechanism whereby a vehicle once justified for a purpose, may be replaced without further TVA justification.
- d. It has provided the means whereby Chiefs of Station may acquire or dispose of station vehicles under a delegation of authority.

Overall, the TVA program accomplished the purpose for which it was designed.

25X1A Regulation  Motor Vehicle Replacement Standards, was published in May 1956.

Other accomplishments of procedural significance during this period were:

- a. Development of a plan to improve the maintenance program for Agency vehicles in the Washington area.
- b. Compilation of a listing of "Labeled Cargoes". This list contained information pertinent to shipment of flammable cargoes, poisons, caustics, and other labeled items.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Acting Chief, Planning Staff/OL

DATE: 1 December 1958

FROM : Acting Chief, Aircraft Maintenance Support Division/OL

SUBJECT: History - Aircraft Maintenance Support Division  
(1 July 1952 thru 30 June 1956)REF : Memo from AD/OL, subject: Development of History of the Office  
of Logistics, dated 12 November 1958

1. The Aircraft Maintenance Support Division was newly established but not manned and not operational during this period. Consequently, AMSD's contribution to the Office of Logistics history will be confined only to the official establishment of this Division.

2. CIA Regulation [ ] (1956) assigned the responsibility to Office of Logistics for "maintenance control, inspection, and support planning for Agency-owned and Agency-controlled aircraft and installed or allied equipment, including airborne electronics equipment."

3. On 14 June 1956, General Cabell, DDCI, approved the establishment of an Aircraft Maintenance Support Division, in the Office of Logistics. This Division would have the responsibility for maintenance control, inspection and support planning for Agency owned aircraft and airborne electronics equipment.

4. Instruction No. LI 1-140-9 dated 25 March 1957, set forth the "Organization and Functions - Aircraft Maintenance Support Division."



## Distribution:

Orig & 1 - Addressee  
1 - OL/AMSD

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29 October 1958

MEMORANDUM FOR THE RECORD

SUBJECT: Interview with Mr. James A. Garrison, Director of Logistics,  
Office of Logistics, 28 October 1958, History of Logistics, 1953-56.

1. Mr. Garrison said that it was necessary to back further than 1953 in order to understand the organization and functions of the Office of Logistics. [REDACTED]

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[REDACTED] Mr. Garrison came back from Europe in 1952. When Mr. OSO

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[REDACTED] reorganized OSO and OPC, he eliminated the Logistics Division of OPC, which had been headed by [REDACTED]

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Mr. Garrison said that they screened the personnel of the old OPC Logistics office and brought some [REDACTED] into the present office.

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2. By April 1954, following the elimination of General Services Office, the following functions were transferred to LO: printing and reproduction, mail and courier service, and space, maintenance and facilities [REDACTED] 5 April 1954, Secret).

3. With these additions of new functions and personnel, Mr. Garrison thought it desirable to draw up an organization to take care of the logistic needs of the Agency. He reorganized the entire structure and cut down the number of people. He was interested in building up a group of professionals in the field of logistics who would know how to furnish materials and services to the Agency at the lowest cost, in the most flexible and speedy fashion, and with the [REDACTED]

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number of service personnel also, chauffeurs, printers, maintenance people, etc. The new organization had to be flexible and responsive to operational requirements.

4. The next question which he took up was: What methods were developed by OP during the period for improving the efficiency of the logistic services?

He said that when he was put in charge of the office he found that there was no such thing as property accountability, stock control, financial accountability, and the office had no methods, policy, procedures, or handbooks. He had to develop a capability to handle contracts, research and development, construction, transportation and the other services. He started with a small base and built up a professional staff which is responsive to the needs of the Agency. This staff has made contacts with reliable and secure companies. It has written handbooks, procedures, and policy statements. For checks and balances, he uses I & R, the Audit Staff, and the IG, in addition to built in checks of his own. While it is true that anyone can buy if he has enough money, it takes skill and experience to fill needed specifications in the time allotted at the cheapest possible price. While the Agency has not grown greatly during the period in funds and personnel, the logistics requirements have mounted steadily. There has been a gradual growth in the contract field. Printing production has kept climbing. Supply actions have gone up 11 per cent.

5. We then turned to the question, What progress was made in rotation of career personnel?

The logistics career service had career people serving with DD/P in head-

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quarters and in field stations, and with other parts of the Agency. His best men have to be overseas as that is where many important decisions have to be made. OL has a career board of five men who are in charge of competitive selection, advancement, and selection out. They are looking for young men who have just graduated from engineering, business, law, architecture, accounting, or transportation. They realize that the competition is keen for such men. They prefer to get men fresh out of the universities rather than the rejects from industry. If a young man gets a real start in a big corporation, they know that they cannot attract him. They want men to make a career of logistics. OL has two JOT's who wanted careers in business. In general, the JOT program has not gone after men of this sort. OL has a career in contracts alone. An expert on contracts must know the law, the tax regulations, the business practices. OL has asked the Office of Personnel to recruit young engineers and architects at the GS-7 level. Recently OP has been meeting the needs of OL for new personnel.

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7. When he became chief of Logistics, he found that the head of the transportation division was an auditor, not a traffic manager. He sent this man back to auditing work and got a chief who knew transportation (someone qualified to practice before the ICC). A traffic

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manager has to get the goods to their destination in the cheapest way that is possible in the time that is available. During the first year of the new chief, over a million dollars was saved in transportation costs.

8. Mr. Garrison then turned to some charts which he had used for briefing the DCI and the DDCI. His executive officer said that he would be glad to furnish us with copies of these charts and with other charts which they had prepared.

a. The first chart showed the Place of Logistics in CIA. There were Logistics career people in the Medical Staff, the Office of Communications, the Office of Training, and the DD/P complex both at headquarters and in the field stations.

b. His second chart showed the Organization of the Office of Logistics. There was a technical logistics man in each field station. He sends in the requirements. The materials are drawn out of stock and shipped to the station. There used to be delays because the case officer on the desk did not realize that he had to send cables regarding logistics to OL posthaste so that the request could be handled promptly.

The Administrative Staff of OL is responsible for records control, training, regulations, personnel, and budget. OL has a six weeks training course, four weeks here and two weeks [ ] the students have to operate a small base, handle transportation problems, learn about air drops and other logistics matters. Fiscal control involves the different stock accounts. OL spends four times its own budget. Funds are transferred from other parts of the Agency where the operating programs are found.

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c. The Security Staff furnishes advice to D/L on secure movement of people and materials, on safe houses, but 60 % of their work is on industrial security. The men on the contract review board and the security man review the physical security, the reliability of the personnel of the company, the production schedule, and the termination of the contract with a given industrial firm. The Staff is also responsible for transportation of explosives over American highways.

d. The Building Planning Staff is composed of a full time architect, a Security man, a Communications man, and a small professional staff. The Planning Staff has representatives from DD/S, IG, DD/I, DD/P, and DDCI. They have selected the site, made the plans, and let two contracts. For these contracts the cost index has been going down. One is for the grubbing, clearing and drainage of the grounds. For other parts of the building costs have been going up. They have made a hedge against the rising market by getting alternate bids and alternate deducts. They have set priorities. Will they use granite, ordinary agate, or precast concrete? Will they have an auditorium or not? The requirement is for an air conditioned building which will house the personnel expected to be on board at the least possible cost.

e. The Planning Staff participates in the planning cycle of the DD/P complex, from the Scope and Pace paper, to the country programs. It has to know the requirements of each program, what things require a long lead time to procure, what things are not on the market, what things have to be manufactured, and they have to monitor logistic

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procedures, storage methods, quality, quantity, and timeliness.

The Staff has a focal point with the JCS logistics, and with logistics support for Air Force, Army and Navy. The Staff also implements Agency agreements with armed services for any item which they want us to furnish on a reimbursable basis. The Agency furnishes

25X1 [ ] items which cannot be readily secured on the market.

f. He then presented some charts which gave the breakdown of the personnel of OL. One pie diagram classified the personnel as totatable logistics people, service, clerical, and wage board. Another chart divided service personnel into space, telephone, chauffeurs, mail, and printers.

g. The Supply Division is responsible for storage, distribution, control and disposal of Agency material. It operates the warehouses. The depots have stock levels on some 25,000 items. There are some 15,000 items which they buy occasionally. The stock levels are determined by experience. They buy in quantities so as to take advantage of wholesale prices. [ ]

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h. He next presented the Procurement Chart. This Division had responsibility for overt and covert buying within assessed or required sterility. Of the [ ] spent in 1958, not all was CIA budgeted funds. The Division buys for the armed services and other governmental agencies on a reimbursable basis. It has contracts with companies which would not deal with the armed services. Last year they bought over \$5 million for other agencies.

25X1 i. He had a chart on Methods of Procurement which gave figures for



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[REDACTED]

OL

sometimes has to get items which are non-attributable to government.

It has over [REDACTED] with individual firms for particular items.

There is a contract review board but the contract officer has to know the whole business. In negotiating production (supply) contracts, the contracting officers have to set up the inspection procedures and the pay off fee. In a recent negotiation another government agency paid a 14% fee and we paid a 7% fee.

[REDACTED]

k. His Transportation Chart showed the use of various forms of transportation. The traffic manager had to find the cheapest way to get the item or person from here to there in the least time available. He had to know all forms of transportation and had to be qualified to practice before the ICC. In 1953 when he started, they had no tables of allowances and procedures for transportation operations.

[REDACTED]

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S-E-C-R-E-T

**CHRONOLOGICAL HISTORY OF CIA'S ORGANIZATIONAL ARRANGEMENTS TO  
PERFORM MAJOR SERVICES AND LOGISTICS ACTIVITIES**

✓ 1. On 11 August 1952 the Organization and Methods Service was transferred to the Comptroller's Office and the Transportation activity, exclusive of the Motor Pool and trucking function, was transferred to the Procurement and Supply Office. The General Services Office then consisted of the Records Services Division, the Printing and Reproduction Division, the Building Maintenance and Utilities Division, and the Garage, Motor Pool and Space functions.

2. On 20 August 1952 the Real Estate and Constructions functions of the General Services Office was transferred to the Office of Procurement and Supply. The General Services Office then consisted of the Records Services Division, the Printing and Reproduction Division, the Building Maintenance and Utilities Division, and the Garage, Motor Pool and Space functions.

✓ 2.a. (new) On or about 5 September 1952 the Procurement and Supply Office absorbed the personnel and functions of the Logistics Division of OPC/A&L Staff.



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3. Effective 10 November 1952 the garage and trucking functions (with the exception of mail and trash collection truck drivers and vehicles) were transferred from the General Services Office to the Procurement and Supply Office.

✓ 4. Effective 24 May 1953, Procurement and Supply became Logistics Office, consisting of Special; Inspection and Review; Administrative; and Coordination and Requirements Staff; and Procurement; Supply; Transportation; and Real Estate and Construction Divisions.

4.a. (new) In September of 1953 the activities, personnel and positions concerned with transportation of Agency personnel and their dependents were transferred to Central Processing Branch, Personnel Office. Technical and staff responsibility remained with Transportation Division of Logistics Office.

5. On 14 December 1953, the Motor Pool Branch of the Space, Maintenance, and Facilities Division of the General Services Office was transferred to the Logistics Office (Highway Branch, Transportation Division).

✓ 6. On 15 February 1954, the General Services Office was abolished with the following of its former functions transferred to Logistics Office to become elements of Logistics Office as indicated:

S-E-C-R-E-T

S-E-C-R-E-T

GSO Element or Function

Transferred To:

Printing and Reproduction Division

Logistics Office, Printing and Reproduction Division

Printing Advisory function of the Office of the Chief, GSO

Logistics Office, Inspection and Review Staff

Physical Security function of the Office of the Chief, GSO

Logistics Office, Administrative Staff, Security Officer

Mail Control Section (Mail and Courier Units) of the Records Management and Distribution Branch, Records Services Division

Logistics Office, Administrative Staff, Mail and Courier Branch

Space, Maintenance and Facilities Division

Logistics Office, Real Estate and Construction Division, Space Maintenance and Facilities Branch

7. (new) Effective 21 July 1954, the Logistics Office approved table of organization consisted of Security; Technical Review and Policy; Administrative (including Mail and Courier function); and Planning Staffs; and Procurement; Supply; Transportation; Real Estate and Construction; and Printing and Reproduction Divisions.

S-E-C-R-E-T

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ORGANIZATION  
20 March 1953

## LOGISTICS OFFICE

### 15. MISSION

The Chief of Logistics is responsible for the procurement, distribution, and accountability of Agency equipment and supplies; for transportation of personnel, equipment, and supplies; for meeting real estate and construction needs, except for securing space assignments through the General Services Administration in the metropolitan area of Washington, D. C.; and for the coordination and compilation of forecasts of requirements for Agency logistical support.

### 16. FUNCTIONS

The Chief of Logistics shall:

- a. Develop, recommend, and implement programs, policies, and procedures for the logistical support of all CIA activities.
- b. Procure, or provide technical guidance as necessary for the procurement of services, and materials and supplies determined necessary for Agency activities, directly or by contract, from commercial, military, and other Government sources.
- c. Negotiate, with officials of other Government organizations, agreements to ensure that CIA logistical requirements are met on a timely basis.
- d. Provide domestic facilities and technical guidance for operation of overseas facilities, for receiving, inspecting, warehousing, packing, issuing, and disposing of supplies and equipment.
- e. Arrange for the transportation of personnel, equipment, property, and supplies, except for motor pool services in the metropolitan area of Washington, D. C.
- f. Provide for the maintenance and servicing of all Agency vehicles in the metropolitan area of Washington, D. C., except that the General Services Office shall be responsible for first echelon maintenance of its assigned vehicles.
- g. Perform necessary coordination and compile requirements for equipment and supplies essential for Agency operations, including the development of supply programs, stock levels, production capacity requirements, and controlled materials program requirements.
- h. Provide for the design and construction of office space, warehousing, living quarters, communications, and monitoring facilities and utilities such as power installations, sewer and water systems, heating and air conditioning, and refrigeration throughout CIA; and acquire real estate, improved or unimproved, by purchase or otherwise, except for securing space assignments through the General Services Administration in the metropolitan area of Washington, D. C.
- i. Assume, on behalf of the Director of Central Intelligence, accountability of and responsibility for Agency supplies, equipment, and real estate.
- j. Develop and implement regulations and procedures pertaining to an integrated Agency stock-accounting system.
- k. Coordinate all phases of logistical support and assist as required in the preparation of logistical annexes for operational plans.

### 17. ORGANIZATION

See organization chart, Figure 5.

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